



Special Issue

Who's Who in the BLM A Guide to the Top Managers

INSIDE

Special Edition

BLM Managers: Who's Who

Contributors

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HIS FIRST JOB WITH THE BLM WAS A PART-TIME FIREFIGHTER

SHE WAS ONE OF THE FIRST WOMEN TO RECEIVE AN ATHLETIC SCHOLARSHIP FROM UTAH STATE UNIVERSITY

HE HAS A MASTER'S DEGREE IN INTERNATIONAL LAW AND DIPLOMACY, AND HAS COMPLETED DOCTORAL STUDIES IN INTERNATIONAL AFFAIRS

HIS CAREER WAS DECIDED WITH A TOSS OF A COIN

Who are these people?

They are among the top managers of the BLM. Some have moved around a lot, some have not. Some hold advanced degrees in their specialties, others have gained the knowledge and skills that put them on top through "hands-on" academics. Some have spent their entire careers with the BLM, others have taken another route.

Coming from diverse backgrounds, they all share at least a few common traits: They bring an exceptional level of managerial ability to the BLM, they have a great deal of respect for their staffs, and they are extremely dedicated to their jobs.

We thought you might want to know a little more about these people and therefore we put together this special issue. It covers the BLM Director, Deputy Director, Assistant Directors and Deputy Assistant Directors in the Washington, D.C. Office as well as the State Directors and Associate State Directors for the BLM's 12 State Offices. It also includes the Directors of the Phoenix Training Center, Boise Interagency Fire Center and Denver Service Center. We plan to update this issue occasionally, for those who would like to keep it as a reference.

Our regular features, and *Tracking Personnel*, will resume with the September/October issue.

Cy Jamison

BLM Director



Next year, we'll be 'new and improved.'

Growing up the youngest of seven children in a small Montana town and starting with the BLM as a part-time firefighter, Cy Jamison has come a long way.

Since he became Director of the BLM three years ago, Jamison has been leading the bureau into the 21st century with a new vision of how to manage and protect the nation's public lands. In fact, the agency has undertaken so many new initiatives that Jamison calls it

"The New BLM." "Next year," he quips, "we'll be 'The New, Improved BLM.'"

Under Jamison's leadership, the BLM has been implementing such forward-looking programs as Recreation 2000, Fish and Wildlife 2000, and the Riparian-Wetland Initiative for the 1990s. Jamison has also been reorganizing the agency by "rightsizing" the Washington, D.C., Office and by launching BLM 2015, a plan to restructure the State and Field Offices.

"The New BLM' is also showing a greater sensitivity toward the environment," Jamison says. "We're doing that by protecting wildlife habitats, protecting watersheds and by preserving areas that Congress designates as wilderness."

Jamison was born on April 12, 1949, in Ryegate, Montana. The small town is situated northwest of Billings, where Jamison owns a home. After graduating from Ryegate's high school as part of its 18-member senior class, he attended Eastern Montana College in Billings. Though he majored in secondary education—done at the insistence of his mother—Jamison never taught a day of school in his life.

Instead, after earning his bachelor's degree in 1971, Jamison launched a career in public service. He first worked as a part-time firefighter for the U.S. Forest Service and the BLM. Jamison then served as a Public Affairs Specialist in the Denver field office of the Secretary of the Interior.

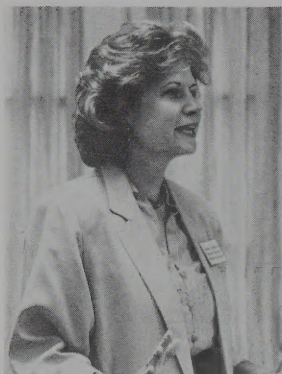
In 1974, Jamison returned to Big Sky Country to work for the BLM's Montana State Office in Billings. During his seven-year tenure there, Jamison served as a Public Affairs Specialist, an Employee Development Specialist, a Youth Program Manager and a Legislative Affairs Specialist.

Then, at the request of Rep. Ron Marlenee (R-MT), Jamison headed off in 1981 for Washington, D.C., to be a consultant to the House Interior Subcommittee on Oversight and Investigations. Two years later, Jamison became the Interior Department's Legislative Liaison to the House of Representatives.

In 1984, Jamison went back to work for Congressman Marlenee, first as District Field Director in the Billings office. He then returned to Washington in 1985 to be Marlenee's Legislative Advisor on the House Interior Subcommittee on National Parks and Public Lands. Jamison held that position until 1989, when he was appointed to be BLM Director by President Bush.



Five days a week, Cy Jamison directs the largest land managing agency in the Nation, but on weekends, he pursues equally important goals, such as showing youngsters how to 'hook a line' during the Eastern States Office's "Kids Fishing Day," May 2.

Washington D.C.**Susan Lamson**
Deputy Director
for External Affairs

I like to feel as if I've made a difference.

The BLM's first Deputy Director for External Affairs had a simple reason for wanting to work in government after graduating from the University of Delaware in 1970 - she wanted to live in Washington.

"I grew up in Virginia, and I've always been fascinated by this city," said Susan Lamson. "In those days, the easiest place to find a job was on Capitol Hill."

Lamson started her 22-year career in public service as a Legislative Assistant to California Congressman Bob Mathias. There, she was first exposed to natural resource issues while working on a desert conservation bill. After 4 years on "the Hill," Lamson went to work for the National Rifle Association (NRA) as Deputy Director of the Federal Affairs Division. It was there she worked on one of the most challenging issues of her career - the Alaska National Interest Lands Conservation Act (ANILCA). ANILCA required the Secretary of the Interior to withdraw and recommend up to 80 million acres of public lands suitable for inclusion in the national park, forest, wildlife refuge and wild and scenic river systems.

After seven years with the NRA, Lamson was appointed to the Interior Department in 1982 as a Special Staff Assistant to the Assistant Secretary for Fish and Wildlife and Parks. In 1986, she was promoted to Deputy Assistant Secretary and served in that capacity until joining the BLM in 1989.

The most rewarding part of Lamson's job is developing programs and products that enhance the BLM's ability to manage the public lands. "I like to feel as if I've made a difference," Lamson said. She is particularly proud of the BLM's new Cultural Heritage Education program that is designed to support the education of children and strengthen their sense of responsibility for the protection of cultural resources.

Off the job, Lamson enjoys traveling, horseback riding, sailing, scuba diving, sewing, and renovating her home in Arlington, Virginia, along with her husband, Randy.

BLM Library
Denver Federal Center
Bldg. 50, OC-521
P.O. Box 25047
Denver, CO 80225

Washington Office
Program Responsibilities***External Affairs**

Public Affairs
Congressional Affairs
Legislation and Regulations
Volunteer Program
International Affairs
Correspondence

Land and Renewable Resources

Rangelands
Soil, Water, and Air
Forestry
Wildlife and Fisheries
Lands, Withdrawals, Rights of Way
Recreation, Cultural Res., & Wilderness
Wild Horses and Burros
Alaska Lands

Management Services

Finance
Budget
Information Resources
Procurement
Administrative Services
Program Evaluation & Mgmt. Analysis

Support Services

Equal Employment Opportunity
Personnel
Employee Development
Safety
Cadastral Survey
Engineering
Hazardous Materials
Planning & Environmental Coordination

Energy and Minerals

Fluid Minerals
Solid Minerals
Minerals Policy and Economic Analysis

Fire and Law Enforcement

[Located in Boise]
Law Enforcement
Fire Management and BIFC
Aviation

*reflects recent reorganization of WO

Mike Penfold

Assistant Director for Land and Renewable Resources



The BLM is the best suited agency for the 1990's and beyond.

Mike Penfold exemplifies the adage that the apple does not fall far from the tree. Growing up in Colorado in a conservation-oriented family, Penfold learned from his father the ethic of using resources properly. As Conservation Director of the Izaak Walton League, the elder Penfold helped secure passage of the Wilderness Act, the Wild and Scenic Rivers Act, and other national legislation.

His childhood ambition to be a forest ranger led Penfold to

Colorado State University, where he received a degree in forestry. Before coming to the BLM, Penfold worked for the National Park Service, the Forest Service, and the Council on Environmental Quality (CEQ). While with the Forest Service in New Mexico, Penfold was impressed with the BLM's ability to move aggressively and quickly on issues.

In 1978, Penfold moved to the CEQ. Once again, he saw the BLM as particularly aggressive and effective in taking action to implement NEPA requirements.

A year later, Penfold made the move to the BLM as Montana State Director, bringing to the position qualities that have been his hallmark: optimism, a belief in teamwork, a willing ear, and accessibility to his staff and the public. Then in 1984 Penfold became BLM State Director for Alaska. He came to his present position in 1989.

"The BLM," Penfold says, "is the best suited agency for the 1990's and beyond because the Bureau can adapt quickly to changing needs." He adds that the BLM recognizes that you can have environmental quality, outstanding recreational opportunities, and products, all from the same landscape.

Penfold and his wife Dona, whom he met while a 15-year-old working on a Colorado dude ranch (she was the boss' daughter), have four daughters and four grandchildren.

Finally, if Penfold were starting out again, what would he choose for a college major? Without hesitation, the one-time aspiring forest ranger named ecology, along with a significant concentration in the social sciences. Even for the 21st century, the apple would not end up far from the roots of the Colorado tree.

Kemp Conn

Deputy Assistant Director

Kemp Conn, Deputy Assistant Director for Land and Renewable Resources, grew up in a small coal-mining town in the East, but he may well be the quintessential BLM career employee. He has spent nearly 40 years in the Bureau, beginning with a summer job as a cadastral survey aid in Blanding, Utah, while still in high school.

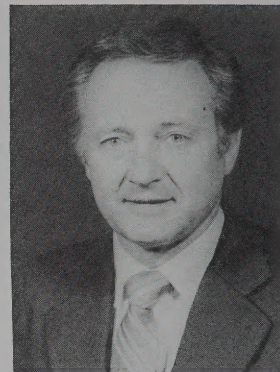
After graduation, Conn served in a U.S. Army tank battalion for two years before attending college at West Virginia University. Armed with a B.S. degree in Forest Management, the young Pennsylvanian headed west again in 1960 for his first full-time BLM position as a forester in Medford, Oregon.

In the intervening years, Conn worked in a dozen assignments for the BLM, ranging from Chief, Division of Operations, in California's Susanville District to Associate State Director in Utah and Acting Director of the Service Center. Other assignments include Associate District Manager in the California Desert District and District Manager for the Las Vegas District. He also served as a budget analyst in the Washington Office from 1978-1979, returning to the District of Columbia in his current post in 1991.

In Conn's view, "A healthy organization is founded on basic principles of communication, delegation, implementation, evaluation, and accountability." He added: "A successful manager must be a fair and honest decisionmaker who will face up to the hard calls."

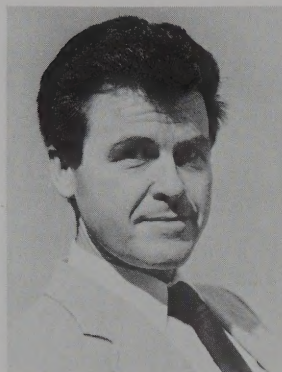
The recipient of many awards, including the Department of the Interior's Meritorious Award in 1990, Conn credits the support of family and friends for much of his success in his career. Another major factor in his accomplishments is the positive influence of the people he has worked with in the BLM. "I have been fortunate to have worked and learned under the best managers in the Bureau," Conn observed, "and BLM employees are some of the most loyal and dedicated workers to be found anywhere."

Both Kemp and his wife Patty enjoy traveling and being active in almost any outside activity, especially if their four grown children and families are involved.



A manager must meet the hard calls.

Tom Allen Assistant Director for Management Services



We will be rewarding the 'simplifiers,' not the 'complicators.'

For a resource manager who holds a degree in forestry, it may seem surprising that his number one priority is people.

Yet Assistant Director Tom Allen says that it is the *people* in BLM that will make a difference. That is why he prescribes aggressive employee training and development to meet the multiple-use management challenges of the 21st Century.

"You can't have an excellent program without putting resources into your people," he

says. Allen is Assistant Director for Management Services in Washington, D.C., a position he has held since 1986. In that capacity, he oversees the office of employee development as well other headquarters offices such as finance, budget, procurement and Information Resource Management.

A native of West Allis, Wisconsin, Allen received his B.S. in forestry from the University of Montana in Missoula in 1962. He started his career with the BLM as a Realty Specialist in Carson City, Nevada. He subsequently served as Area Manager in Carson City and then in Folsom, California, before moving to the California State Office as a Program Analyst. In 1972, he transferred to Washington, D.C., to become a Budget Analyst. He served as a Desk Officer for Land and Water Resources in the Office of the Secretary for a year before becoming Associate State Director for Arizona in 1979.

In that job, Allen was recognized for increasing the efficiency and productivity of the State Office. Under his tenure, the Arizona State Office was the first to equip its management with an integrated personal computer system. Allen also saved the government significant sums of money through reforms in financial management and negotiations with computer firms. He received the prestigious Presidential Rank Award for this work.

His advice to BLM employees: "Keep looking for ways to cut through the red tape. We will be rewarding the 'simplifiers,' not the 'complicators.'"

Allen enjoys motorcycle riding, but admits that his job; Washington, D.C. traffic; and the weather make riding less of a priority these days. Allen is married, with five children and five grandchildren.

Carson W. Culp Deputy Assistant Director

Carson "Pete" Culp knew early on that he was interested in numbers, but he might not have predicted his more than 30 successful years working for resource management agencies in the Department of the Interior.

Armed with a B.S. in accounting from Penn State University, Culp landed his first professional job with the BLM as a budget analyst in the Washington, D.C. Office in 1961.

Rising through the ranks in Washington, he worked for the BLM until 1968 when he moved to the Bureau of the Budget (Now the Office of Management and Budget). He later served on the professional staff of the Senate Appropriations Committee before going back to the BLM in 1970 to serve as Supervisory Budget Analyst until 1978.

The next ten years were spent at the Office of Surface Mining (OSM), where Culp became the agency's Assistant Director for Budget and Administration after helping to establish the new agency in 1978 on a detail from the BLM.

"Although BLM has always been my favorite place to work, my most interesting and challenging assignment was being involved in establishing OSM," he said. "We had a law and nothing else to work with, so the job was to design a new agency, develop and secure passage of a budget and then hire staff nationwide."

In 1988, Culp came back to the BLM to take his current position as Deputy Assistant Director for Management Services. "I think I may own the record for leaving and returning to BLM--at least for the Washington Office," Culp says, adding, "BLM is a great agency to work for because we recognize our people as our greatest asset."

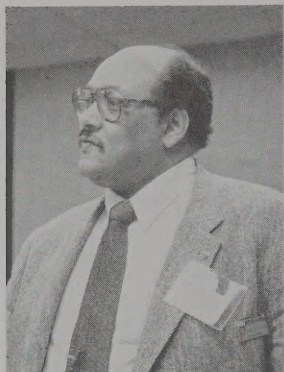
Culp, born in Washington D.C., served in the Army Security Agency based at Fort Devens, Massachusetts, from 1962-1965. He now commutes to Washington D.C. from Arnold, Maryland. He is married and has four children and three grandchildren. Hobbies include boating and camping.



We recognize our people as our greatest asset.

Bob Faithful

Assistant Director for Support Services



A bridge between the older values and new challenges in BLM...

Robert W. Faithful describes himself as a “catalytic” manager who “energizes people to get the job done.”

Faithful, a 14-year agency veteran, also sees himself as a “bridge between the older values of BLM and the new challenges of resource management, customers and employee needs.”

Faithful began his career with the agency in 1978 in Alaska, where he had been serving as a Judge Advocate for the U.S. Air Force. He signed on with the

Alaska State Office as a paralegal and Realty Specialist, then went to the Washington, D.C., Office for a two-year stint in which he completed the Departmental Executive and Management Program. Returning to Alaska, Faithful served as Deputy State Director for Conveyances in the Alaska Office from 1982 to 1984, then went back to Washington, D.C., to become Chief of Alaska Programs for the agency. Faithful moved on to serve as Associate State Director of the Eastern States Office and the Montana State Office from 1988 to 1990, when he assumed his current position.

Faithful said the most fulfilling BLM project he has worked on was the transfer of 1,700 land parcels to elderly Alaska natives. To accomplish his objective, Faithful reorganized his staff and turned BLM employees loose to reach new goals. Under Faithful’s leadership, staffers completed the transfer of 1,650 land parcels during the next three quarters of the year, as compared with the 50 that had been transferred in the preceding quarter.

Faithful, a native of Bridgeport, Ohio, graduated from his home state’s Miami University, where he was awarded the National Achievement Scholarship for Outstanding Negro Students. As a law student at Northwestern University, Faithful was awarded a Ford Fellowship for study in Sub-Saharan Africa. Faithful earned his law degree in 1973 and was admitted to the Illinois State Bar the following year.

Faithful and his wife, Margo, have two children—Richael, 7, and Bobby, 5. He likes to spend his free time doting on them, and relaxing by reading science fiction and going to movies.

John Moeller

Deputy Assistant Director

Educational and career pursuits have taken Deputy Assistant Director for Support Services John J. Moeller from the Northeast to the Southwest, from California on the Pacific Coast to Washington, D.C., on the banks of the Potomac. After receiving a B.S. degree from the University of New Hampshire, Moeller earned a master’s degree in Natural Resource Management from Syracuse University. He later took post-graduate courses at the University of New Mexico.

Moeller also spent two years in Germany while an officer in the U.S. Army Corps of Engineers.

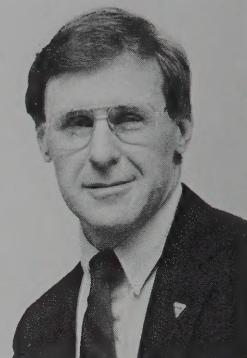
From 1971-1977, Moeller served as a Natural Resource Specialist and Manager in BLM offices in Arizona, New Mexico, and California. Then, for nine years, he held several policy and program leadership positions in the Washington Office.

Tapped for the his present position in 1986, Moeller today handles a wide variety of BLM programs. In addition, Moeller provides leadership for federal geographic data activities.

A memorable assignment for Moeller was his work as BLM project leader in the proposed BLM/Forest Service major land interchange in the mid-1980’s. More than 400 people worked to develop the ideas, philosophies, and actions needed for the far-reaching proposal. Although the interchange proposal was not implemented, Moeller sees the effort as worthwhile because it “helped facilitate better interagency coordination and understanding.”

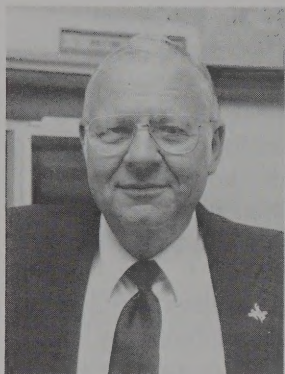
As a manager, Moeller is committed to empowering people to do the job and bringing a wide diversity of people, views, and interests to bear on programs and problems. He firmly believes that sustainable multiple-use management is the best approach to managing all lands and natural resources, not just BLM lands. Consequently, he asserts, “We have a responsibility to educate others to recognize the benefits of this approach for land and resource management issues.”

Moeller and his wife Gail have one son, Tyler, a high school student. Sports, particularly tennis and basketball, rank high among Moeller’s interests away from the job.



We have a responsibility to educate others.

Hillary A. Oden Assistant Director for Energy and Mineral Resources



I like to get programs moving.

Assistant Director for Energy and Minerals Hillary Oden admires people who are able to face tough situations, make the necessary decisions, and then act on them. Many people in the BLM think that is a pretty accurate description of Hillary Oden himself.

Originally intending to become a lawyer, Oden decided at the University of Kansas that he much preferred petroleum engineering — and he is mighty glad he made the change. “It’s

more fun to have a direct, hands-on job than to advise people,” Oden said. “More fun to get programs actually moving, whether it’s a well drilled or a riparian habitat restored.”

After earning his B.S., Oden began his 36 years of federal service with the U.S. Geological Survey in Casper, Wyoming. He has held increasingly influential positions with the USGS and the BLM, working in both onshore and offshore minerals programs and earning several prestigious public service awards. The job that gave him the most satisfaction, however, was his first one with the BLM — State Director of Wyoming, a position he held from 1983 through 1988. He enjoyed the challenge of working with the entire range of BLM resource programs and with all interest groups to bring about reasonable solutions to land-management problems.

Oden says his greatest accomplishment has been his insistence on taking care of the environment, beginning with his years in the oil fields long before the environmental laws were passed. “It was just a matter of common sense,” Oden pointed out, “like not leaving trash lying around and not letting salt water into the creeks to kill the trees and plants.”

At home in Herndon, Virginia, with his wife Daisie, Hillary likes woodworking and gardening. “I mostly do vegetables, but Daisie has to throw me out of her flowers now and then.”

Adam A. Sokoloski Deputy Assistant Director

Dr. Adam A. (Dan) Sokoloski takes a very practical approach to management, one that reflects his nine years at the agency, and over 20 years with the federal government.

“Since I’ve been here, there have been numerous Secretaries of the Interior,” Sokoloski says. “So my management philosophy is to try to figure out their management philosophy, and then see how we can fit in.”

Beyond fitting those philosophies together, Sokoloski puts his self-described “aggressive” management style in the service of necessary change. “Whether by design or by default,” Sokoloski says, “my main job at the BLM has been to convert old programs and old ways of doing things into new programs and new ways of doing things.” Sokoloski cites his redesign of the BLM’s coal-leasing program as one of the accomplishments of which he is most proud.

Before joining the BLM in 1983, Sokoloski served as a staff assistant to the Assistant Secretary for Land and Water Resources. Prior to that, Sokoloski worked for the U.S. Fish and Wildlife Service, where he was Assistant Director for Planning and Budget; for the U.S. Bureau of Commercial Fisheries, where he was Chief of the Supply and Resource Use Branch; for the Economic Research Service of the U.S. Agriculture Department, where he was an economist and Chief of the Irrigation Technology Section; and for the U.S. Environmental Protection Agency, where he was a program analyst and staff economist. During 1974-75, Sokoloski served as Director of Economic and Social Impact Assessment for the National Commission on Water Quality.

Sokoloski, 53, was born in Deerfield, Massachusetts. Noting that he is an Easterner working for a Western-oriented agency, Sokoloski emphasizes that he was born in western Massachusetts.

After graduating from Deerfield Academy, a college preparatory school, Sokoloski attended Middlebury College in Vermont, where he received his bachelor’s degree in economics in 1961. Sokoloski went on to earn a master’s degree (from Purdue University, ’63) and a Ph.D. (from Oregon State University, ’67) in agricultural economics.

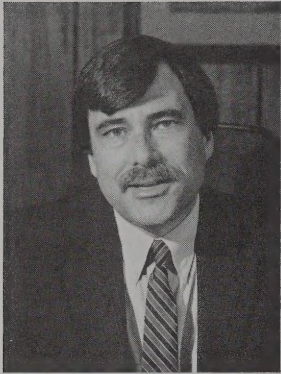
Sokoloski lives with his wife, Susan, in McLean, Va. They have three grown children, each of whom is attending either college or graduate school.



Convert old ways of doing things into new ways.

Steve Robinson

Assistant Director For Fire and Law Enforcement



Recruit and hire good people, then help them do their job.

Steve Robinson serves as Assistant Director of the BLM for Fire and Law Enforcement. This new Assistant Directorship is located in Boise, Idaho. Robinson's responsibilities include overall fire operations at the Boise Interagency Fire Center, Bureauwide fire and law enforcement policy, and operational management of the aviation program.

Robinson began his professional career with the State of Nevada, serving as Senior

Planner in the Governor's office, Deputy Director of the Department of Natural Resources, Energy Department Director, and finally Executive Assistant to the Governor. His federal career began in early 1983 when he was appointed Chief of Congressional Affairs with the U.S. Fish and Wildlife

Service. In 1986, he was named Deputy Director of that agency, and also served as acting U.S. Fish and Wildlife Director for 6 months in 1989.

Upon appointment to the BLM in 1990, he held posts as Deputy Assistant Director for Lands and Renewable Resources and Utah State Office Associate State Director. Robinson's management philosophy throughout his career has been to recruit and hire good people, then help them do their job.

Robinson received a B.A. and M.A. from San Jose State University and was appointed to the Adjunct Faculty at the University of Nevada, Natural Resources Department. In 1990, Interior Secretary Manuel Lujan appointed him to the Board of Directors of the U.S. Fish and Wildlife Foundation.

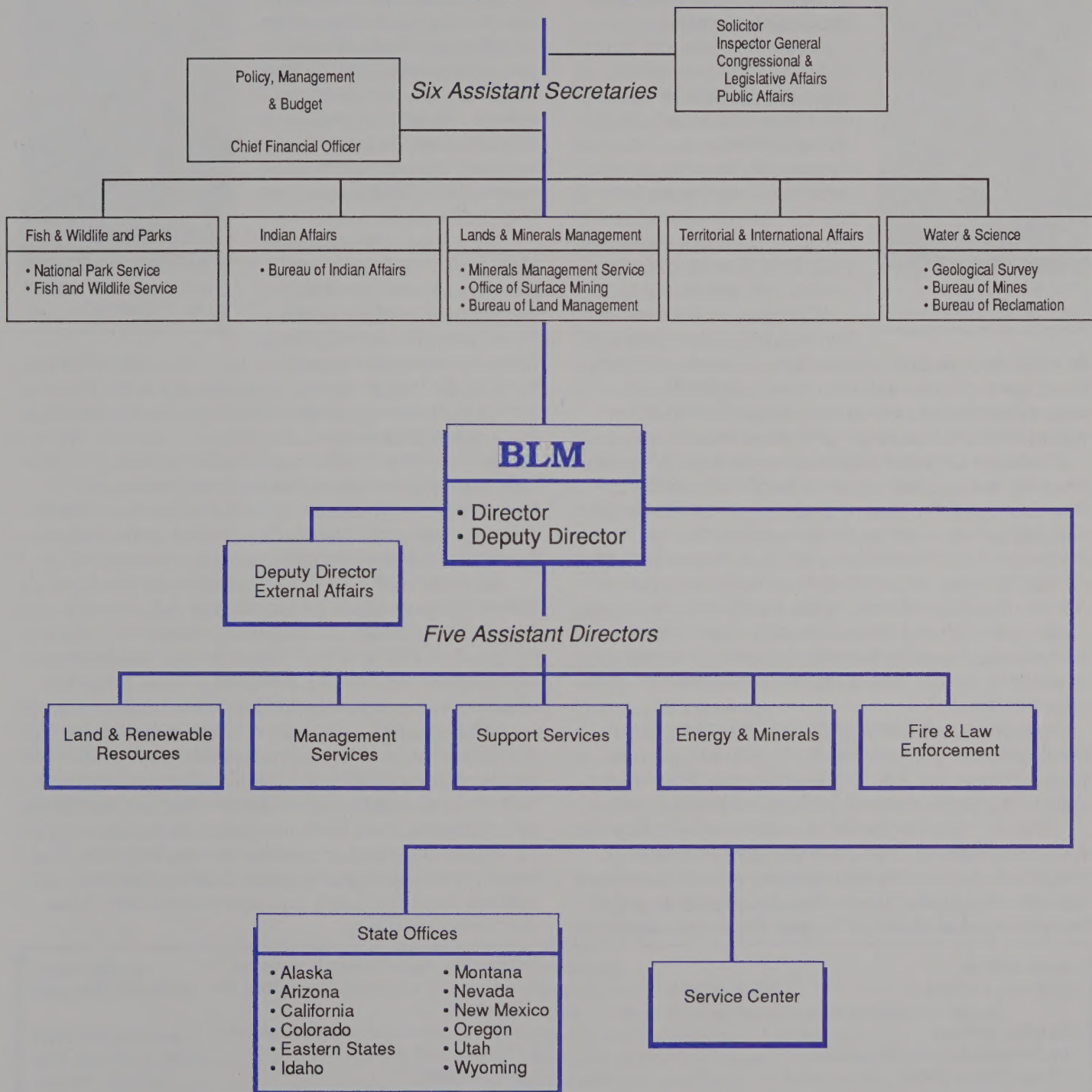
Robinson, his wife Pam, and son Matthew make their home in Boise.

Steve Robinson talks about the seriousness of the upcoming fire season. (Photo by John Hecht/BIFC)



Secretary of the Interior

Deputy Secretary



Edward F. Spang

State Director



Credibility is most important.

Alaska State Director Ed Spang takes his job seriously.

His careful style came from dealing with conflict. Before coming to Alaska in 1990, Spang spent 10 years as Nevada State Director. There he faced the biggest challenge of his 40-year career—the “sagebrush rebellion.” In 1979 Nevada had passed a law calling for state control of BLM lands. Soon several other western states did the same.

“The idea was that there was too much central management of the public lands from D.C.,” says Spang. “Reaction was very strong against public land managers in the field. When I got there, schoolkids were being ridiculed because their parents worked for BLM. It took three years to get through that.”

“I went out and talked to people. I asked them, ‘What are you really trying to accomplish out there?’” He got people to focus on things both sides could agree they wanted, rather than what they were angry about. In the meantime, he says, Washington began decentralizing and involving state governments in decisions. Eventually everybody made concessions and what they did in Nevada became a model for other states.

“My philosophy has always been not to manage on a personal basis, but on the basis of the mission. Whatever you do should be done up front. To me, the most important thing is to have credibility.”

Spang has earned a lot of credibility. This spring he was awarded the rank of Presidential Meritorious Executive, an honor granted to very few. He had already won the Interior Department’s meritorious and distinguished service awards.

Spang is responsible for the management of 92 million acres of public land. In addition to managing ongoing BLM programs, he is expediting the conveyance of millions of acres to the state and Alaska Natives. Thus, he is setting the stage for multiple use of Alaska public lands into the next century.

State Office

Anchorage, Alaska

District Offices

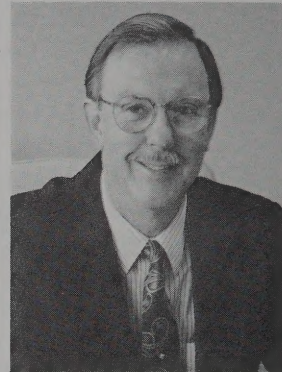
Anchorage, Arctic, Glennallen, Kobuk, Steese/White Mountains

Acres Managed

- 92 million acres of public lands
- 232 million subsurface acres

William C. Calkins

Associate State Director



Employees need authority to do their jobs.

William C. Calkins admits he came to his position with a rather untraditional educational background for a public land manager. He holds a B.A. in Humanities and a M.A. in International Law and Diplomacy. He also has completed doctoral studies in International Affairs at Johns Hopkins University.

“My educational background has helped rather than hindered in that it gave me the communication and negotiation skills vital for any manager,” noted Calkins.

He has been Associate State Director in Alaska since December 1990. He feels giving employees authority to properly perform their jobs is an important aspect of being a manager, and it is something he strives for daily.

While at Johns Hopkins in 1970, Calkins attained his first BLM position as a co-op student employee working as an economist in the Washington Office for the branch of Marine Minerals, now a part of MMS. He is the first Associate State Director in BLM who began his career as a co-op student.

From 1975-1980, Calkins worked in the Nevada State Office. He was Associate District Manager in Las Vegas, Nevada, from 1980 to 1985, and District Manager in Vale, Oregon, from 1985 to 1990. While in Oregon, Calkins was instrumental in developing a Trout Creek Mountains plan which focused on riparian/watershed enhancement.

Calkins is proud to have aided with the planning and development of the National Oregon Trail Interpretive Center located at Flagstaff Hill near Baker City, Oregon. This newly built interpretive center contains historically valuable artifacts and information about life on the Oregon Trail.

World-wide travel, and visiting the many ruggedly beautiful places in Alaska are some of Calkins’ favorite pastimes. He and his family also enjoy cross-country skiing, river rafting and fishing.

Nationally Significant Programs

- energy and minerals, including the Trans-Alaska Pipeline
- land conveyance/cadastral survey
- wildlife/wetlands
- subsistence
- recreation

Lester Rosenkrance State Director



You just have to get out there and do it.

Born and raised in Idaho, Arizona State Director Les Rosenkrance got his start with the government fighting fires for the Forest Service. Wanting to work as a range conservationist after getting his B.S. in forestry/range management from the University of Idaho, he joined the BLM in 1969. He has worked in Idaho, Alaska, and Washington, D.C.

One of the more challenging projects of his career was coordinating the land exchanges for the San Pedro Riparian

National Conservation Area in Arizona. "There was so much public interest in the property. Everyone wanted to know what BLM would do with it," he recalled. "People wanted to be sure that we would manage it following our multiple-use theme and not make it into a preserve."

Throughout his career, Rosenkrance has found satisfaction in numerous projects. "In each position I've had, there were always rewarding experiences," he said. "For instance, in 1975 I was involved in starting the Alaska Outdoors Week. It's exciting to see that it's still going 17 years later." But what Rosenkrance enjoys most is watching employees grow. "I love seeing people blossom, get inspired and want to do great things for the Bureau," he explained.

His management philosophy is a simple one. "If you have an issue of misuse or abuse of public lands, you have to face it head on," Rosenkrance said. "There's no such thing as 'We don't have the budget or the manpower.' You just have to get out there and do it. That becomes your No. 1 priority." Rosenkrance concluded, "We have a lot of opportunities to do things in multiple-use management. We have to take those opportunities and run with them, not study them to death. If it looks like it makes sense for the public, go with it."

Bruce Conrad Associate State Director

"My first experience with BLM was a summer range conservation job in Malta, Montana," remembered Bruce Conrad, Arizona's Associate State Director. He smiled and shook his head. "I still remember getting off the train in that little town — population 2,500. I couldn't believe it." Working in that Canadian border town was the beginning of a long, rewarding career with the BLM.

Conrad has worked for the BLM since 1963, continuing in Malta after graduating from Kansas State University. He has spent time in Wyoming, Colorado, Washington, D.C., and California.

"I was in Washington when the Federal Land Policy and Management Act — FLPMA — was passed in 1976," Conrad recalled. "Being right there and being able to take part was a once in a lifetime experience." He helped implement the act while developing the California Desert Plan several years later. "That was a controversial project," he said. "Reaching a compromise wasn't easy, but we did it."

Conrad spent more than 10 years of his career in Colorado, where some of his most memorable experiences took place. "While I was in Grand Junction, we built a world-class, 125-mile bike trail to Moab, Utah," Conrad reminisces. "We did it in one season with volunteers and a shoestring of money. That was darn rewarding."

Having worked for the BLM his entire career, Conrad says he would not have it any other way. "This is the only organization I know of with people who are really dedicated to integrated resource management — BLM's philosophy. It's a way of life."

Conrad looks back over his career with pride and satisfaction. "I look forward to coming to work every day," he said. "Working is so hard, there are so many pressures. You have to have fun in what you're doing or what's the sense in doing it?"



Dedication—it's a BLM philosophy.

State Office

Phoenix, Arizona

District Offices

Arizona Strip, Phoenix,
Safford, Yuma

Acres Managed

- 14.2 million acres of public lands
- 17.5 million subsurface acres

More Statistics

- 14 million acres of wildlife habitat
- 12 million acres of special recreation management areas
- 1.4 million acres of designated wilderness
- 41,485 acres of riparian areas
- 1 million acres of woodland
- 7,231 cultural properties
- 50,000-acre San Pedro Riparian National Conservation Area

Over 10 million people visited BLM lands in Arizona in 1991.

Ed Hastey State Director



Partnerships are key.

returned to Monterey Peninsula College from 1954 to 1955 and received his B.A. degree in 1957 from the University of Washington.

Hastey's education and experience have been dedicated to natural resources, and in 1956 he began his career as a soil engineer in Seattle, Washington. The next year, he joined the BLM, working in the Medford District Office as a Logging Engineer through 1961. He returned to California as a Civil Engineer for the BLM State Office in Sacramento.

Hastey then moved to Washington, D.C., where from 1965 to 1975, he served first as a Program Analyst, then as a Budget Analyst, before becoming Chief of Budget and Program Development and later Assistant Director for Administration.

Hastey has been involved throughout his career, and particularly in California, with major initiatives concerning the protection of the environment, conservation of natural resources and development of private/public partnerships.

As California's State Director, Ed Hastey has launched numerous natural resource projects with The Nature Conservancy, The Trust for Public Lands, Izaak Walton League, American Recreation Coalition, Keep California Beautiful, the California State University System, and similar organizations.

Hastey and his wife Joyce currently live in east Sacramento County.

California's State Director since 1982, Ed Hastey was also State Director in California from 1975 to 1979. In addition, he served approximately three years in the number two position in the Washington Office as the BLM's Associate Director in the late 1970's and early 1980's.

Born in Pacific Grove, California, Hastey attended Fresno State from 1948 to 1950 before serving three years in the military as a paratrooper. He

Al Wright Associate State Director

Al Wright, Associate State Director for California since late 1991, oversees major natural resource programs, budgets, and personnel activities. He also carries the lead role for the BLM in the implementation of coordinated resource management plans with federal, state, and local governments, and the public.

Wright began his career with the BLM in 1967 and has worked in the states of California, Nevada, and Colorado, as well as Washington, D.C. He has held

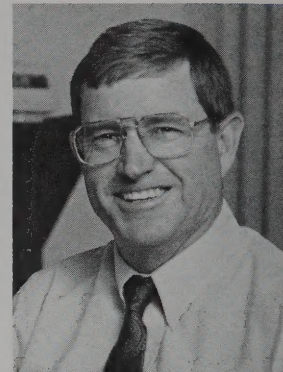
positions as Natural Resource Specialist, Range Conservationist, Area Manager, Management Analyst, and most recently, District Manager in Ukiah, California.

About his job, Wright said, "California is a state of great and diverse natural resources. I am very enthusiastic to be working with the many state and federal agencies throughout California to enhance the enjoyment and economic viability of BLM-administered lands."

Wright is a native Californian and graduated from the University of Nevada, Reno, in 1967 with a B.S. in agriculture. He majored in renewable natural resources, with emphasis on forestry, range, botany, animal science, and zoology.

"As BLM District Manager in Ukiah, I focused on accomplishing work that the public could see and appreciate on public lands," explained Wright. "As the Associate State Director for BLM in California, I have continued that emphasis and work closely with the numerous public constituents who use and are interested in these valuable lands."

"California is not only a state of great and diverse natural resources, but it presents significant challenges to the BLM because of its size, over 100 million acres, and its population of 30 million, which is growing in its diversity and use of public lands."



California presents significant challenges to the BLM.

State Office

Sacramento, California

District Offices

Bakersfield, Susanville, Ukiah, California Desert

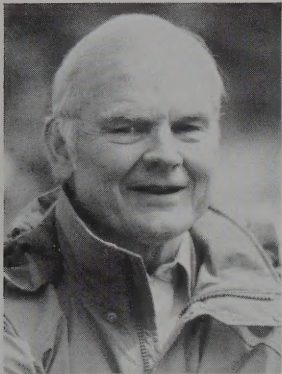
Acres Managed

- 17.2 million acres of public lands
- 47 million subsurface acres

More Statistics

- 14 million acres wildlife habitat
- 25 million recreation visits
- 1 million acres cultural resources, including 17,834 listed cultural properties
- 100 + Areas of Critical Environmental Concern (ACEC)
- 670,000 ounces of gold produced annually
- 4,000+ volunteers who donate more than 268,000 hours each year
- 870,000 acres woodlands
- 178,000 acres commercial forest

Bob Moore State Director



I am more interested in the total landscape.

Colorado State Director Bob Moore is a New Jersey native who had never heard of the BLM until he studied forest engineering at the University of Montana. Influenced by a professor with BLM experience, Moore set his sights on a career with the BLM.

Moore joined the agency in 1955 as a Forester in Coos Bay, Oregon. Since then he has participated in the Department of the Interior's Management Development Program and has been the Assistant to the Director

for Coal Management, Colorado's Associate State Director, and Service Center Director. Moore received the Interior Department's Distinguished Service Award in 1988.

Moore's most challenging project was with the Coal Office from 1978 to 1981. The Department had directed the BLM to elevate coal to special emphasis status and to develop and implement a national program. Moore took the assignment with the understanding that he did not envision the BLM as an aggregation of special emphasis programs and that his goal after getting a program in place would be to return it to a minerals resource status within the established organization.

Throughout his career, Moore has been a strong advocate of integrated resource management. "I am more interested in the management of the total landscape, and less concerned with our preoccupation with individual program specificity."

With tourism a major industry in Colorado, Moore is the consummate spokesperson for public land recreation, recognizing that BLM has more contact with the public through recreation than all other programs. "If we visibly and actively participate in recreation activities," Moore said, "it will enable us to better relate to the public in other land management activities."

Martha Hahn Associate State Director

Martha Hahn, Colorado's new Associate State Director, brings a diverse perspective to the BLM, with which she has had a long association. Hahn started as a seasonal employee with the BLM in 1977, becoming a co-op employee in 1979 while at Utah State University. After earning a B.S. in forestry and an M.S. in outdoor recreation, Hahn joined the BLM full-time in 1981 as an Outdoor Recreation Planner in Utah. In 1984, she moved to the National Park Service as a Resource Management Specialist and Management Assistant. She returned to the BLM from 1987-1990 as Area Manager in Kanab, Utah.

For the next two years, Hahn was Vice President for Conservation at The Grand Canyon Trust, a nonprofit conservation organization in Arizona. Hahn directed the headquarters office and managed media relations and legislative affairs both locally and in Washington, D.C.

Hahn is a strong advocate of the BLM's multiple-use philosophy. "I believe in looking at resources in a way that plans for the future, taking into account both economic and environmental factors," said Hahn.

As a manager, she strives to use the skills of employees while encouraging them to develop their potential. She describes an effective manager as "someone who can take the talents and abilities of others and orchestrate them to accomplish a goal."

Hahn was one of the first women to receive an athletic scholarship from Utah State University, competing in both volleyball and track. These days, hiking, biking, and swimming are just some of her daily activities, with a goal of participating in endurance events such as triathlons.



I believe in looking at resources in a way that plans for the future.

State Office

Lakewood, Colorado

District Offices

Canon City, Craig,
Grand Junction, Montrose

Acres Managed

- 8.3 million acres of public lands
- 27.3 million subsurface acres

More Statistics

- 7 million acres of big game habitat
- 7.9 million acres of small game habitat
- 7.7 million acres grazed by livestock
- Over 7 million barrels of oil, 52 billion cubic feet of gas, and over 12.5 million tons of coal were extracted in 1990.
- 21,000 acres of cultural properties, including 768 recorded cultural properties
- 58 developed recreation sites
- 1,500 miles of fishable streams

Denise Meridith

State Director



Building contacts is a key priority.

State Director for Eastern States Denise Meridith has served in a variety of positions with the BLM, gravitating between the East and the West in her nearly 20-year career.

Meridith was born in Brooklyn, New York. "Two weeks after graduating with a B.S. in natural resource management from Cornell in 1973, I left the cool, deciduous forests of upstate New York for the 120-degree desert of southern Nevada and a career as a wildlife biologist," she said. "I have been

with the BLM ever since."

Returning to the East in 1977, Meridith worked in wildlife positions for three years in both the Eastern States Office and the Washington Office. In 1980, she became Chief of Resources at Eastern States and then three years later was named Deputy State Director for Lands and Renewable Resources.

In 1986, Meridith was appointed Deputy State Director for Lands and Renewable Resources in the New Mexico State Office in Santa Fe, where she worked for three years. Just before becoming Eastern States Director in 1991, Meridith served for over two years as California's Associate State Director.

She is currently working on a master's degree in public administration at the University of Southern California, while staying committed to civic and professional activities, including the Society of American Foresters, in which she served as chair of the human resources workgroup from 1989-1990; the Cornell Council; Federally-Employed Women; the Roundtable Associates, and Minorities in Agriculture, Natural Resources and Related Sciences.

Meridith's interests range from photography to showing Cairn terriers and public speaking. She likes to call herself a "technophile," because of her love for electronic gadgets.

Larry Hamilton

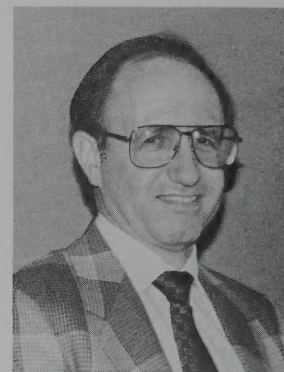
Associate State Director

Eastern States Associate Director Larry Hamilton followed an unanticipated path to the BLM. He received a B.A. in political science in 1967 from California State University, San Francisco, followed by an M.A. in speech communication. He then went on to earn a Ph.D. in organizational communication from the University of Denver. What started as consulting work and temporary positions with various government agencies in the Denver area, turned unexpectedly into a full-time position with the BLM as an Organizational Communications Specialist in 1973.

Hamilton moved to Alaska in 1976 as a training officer in the Alaska State Office. He then headed across the country in 1980, serving first as Chief of the Technical Training Staff and then as Chief of the Organizational Development Staff in Washington, D.C., until 1984. Moving back West, he managed the Phoenix Training Center from 1984 to 1991, before again returning to the East as Associate State Director.

Although a Westerner at heart, Hamilton says he is excited to be back in the Washington, D.C., area. He is full of ideas and goals that he would like to implement at the Eastern States Office. A few of these goals include increasing public awareness of Eastern States and the BLM through outreach programs, improving the management of programs through state-of-the-art technology, and developing partnerships with other federal, state and local agencies, colleges and universities, the private sector, and volunteer organizations.

An outdoor enthusiast, Hamilton enjoys boating, tennis, skiing, scuba diving, and aerobics. Larry and his wife Kniffy have two children, Gina, a student at San Diego State University, and John, a student at the University of Idaho.



Increasing BLM's presence in the East is one of my major goals.

State Office

Springfield, Virginia*

District Offices

Jackson, Miss. and Milwaukee, Wisc.

Acres Managed

- 30,000 acres of public lands
- 39 million subsurface acres

More Statistics

- jurisdiction over major lead and zinc mines in the U.S.
- 12,500 oil and gas leases
- 5 million land patents
- 4 million cadastral survey plats

*The Eastern States Office covers BLM activities in 31 states east of the Mississippi

Del Vail State Director



Have your convictions, stand up for them; but also know when to hold them in check.

Burley and Boise Districts. Before coming back to Idaho as State Director in 1985, he served as District Manager in Cedar City, Utah, and Folsom and Riverside, California; Associate State Director for Wyoming; Assistant Director for Renewable Resources and Deputy Director for Lands and Renewable Resources in Washington, D.C.; and Director of the Service Center.

Vail describes his management style as participatory; he relies heavily on staff to identify alternatives and recommendations. "But," he added with a grin, "I'm sure I'm perceived as being authoritative, dictatorial, and opinionated." However, Vail's genuine concern about the welfare and improved opportunities for employees is reflected in his dogged determination to maintain active and effective Project Pride and Integrated Workforce committees in Idaho.

Has he learned anything over the years that he thinks would help those still climbing the rungs of their career ladders? "Your integrity is very important to you," he offered. "What you have to learn is to balance that with the reality of politics at all levels. Learn to have your convictions and not be afraid to stand up for them; but also have the sensitivity to know that there are times to hold them in check.

Pieter Van Zanden Associate State Director

After earning a degree in forest management at the University of Minnesota, Pieter Van Zanden, now Associate State Director for Idaho, accepted a BLM job offer in Roseburg, Oregon. He figured, "Why not? I was footloose and fancy free at the time."

Van Zanden worked in Roseburg from 1962 until 1967, when he was selected as Area Manager in Ukiah, California. During the years that followed, he served as the Chief of Resources in Coeur d'Alene, Idaho; Budget Analyst in Washington, D.C.; and Associate State Director for the Eastern States Office. In 1987, he moved to Idaho as Associate State Director. "I have always firmly believed that you need a variety of experiences," Van Zanden said. "You learn a lot from managers because in some ways they influence you both as a person and as a professional."

Van Zanden described his management style as "participatory," adding, "Our jobs have gotten so big and complex that there is no way a manager can be totally knowledgeable about everything. You have to rely on your staff."

In his view, the most challenging project of his career, was probably the Information Resources Management Field Organizational Study. It was a tough project that was not only controversial but also had a major long-term impact on BLM. The resulting decisions will affect placement of IRM and automation functions in field offices throughout the BLM.

Van Zanden's advice to young professionals is "don't be afraid to take chances." He feels one common career roadblock is an unwillingness to relocate but acknowledges that this is becoming more difficult for dual-career families.

Van Zanden and his wife LeAnn are parents of two grown children, Jaakje and Darin. In his spare time, Van Zanden likes to ride his bike, fish, and work in his garden.



Don't be afraid to take chances.

State Office

Boise, Idaho

District Offices

Boise, Burley, Idaho Falls, Salmon, Shoshone, Coeur d'Alene

Acres Managed

- 12 million acres of public lands
- 38 million subsurface acres

More Statistics

- 12 million acres of wildlife habitat
- 12 million acres of rangelands
- Snake River Birds of Prey area is an internationally-known raptor habitat
- 550 acres special recreation areas
- 500,000 acres of woodlands and 300,000 acres of commercial forests
- 1 million acres of cultural resources, including 887 recorded cultural properties

There were over 2.5 million recreational visits to Idaho's public lands in 1991

Robert Lawton

State Director



Managers must do their homework.

Robert Lawton, State Director for Montana and the Dakotas, began his BLM career in 1966, as a Computer Programmer for the Service Center in Denver. Then in 1968, using his B.A. and M.A. in economics from the University of Denver, he became an Economist for the Division of Standards and Technology at the Service Center.

Lawton received additional training in economics from the Oregon State University Natural Resources Economics Institute.

His strong academic background gave him the necessary skills to serve as the Program Analyst Officer for the Office of Economic Analysis in the Office of the Secretary, Washington, D.C., beginning in 1970. In 1974, he returned to the BLM to become Chief, Division of the Minerals Program Development and Analysis.

From 1977 through 1981, Lawton remained in Washington but worked for the Department of Energy. It was there that Lawton was faced with his most challenging project. The department was just being formed and his job was to set up the Leasing Policy Office. The office was established within 6 months, and Lawton managed it as the director for over three years.

Lawton returned to the BLM as the Assistant Director for Energy and Mineral Resources. In 1989, he was selected as a Special Assistant to the Director.

He moved west in June 1991 to become the State Director for Montana and the Dakotas. His management philosophy is delegation. Managers can expect his full support when they have done their homework.

Fran Cherry

Associate State Director



Better to ask, 'Why not?'

Fran Cherry, Associate State Director since September 1991, believes the BLM should take risks and rather than say something cannot be done, ask why not? Cherry has been practicing this philosophy throughout his BLM career, which began in 1967 when he was fresh out of Utah's Brigham Young University with a B.S. in zoology. Starting as a Natural Resource Specialist in the Vernal District Office, he became Manager of the River Resource Area in Vernal within three years.

In 1973, Cherry took advantage of a BLM program that allowed him to earn a graduate degree in urban and regional planning at the University of Wisconsin in Madison. This led him to the Colorado State Office, first as the Regional Planner and then in 1976 as Chief, Branch of Planning.

When a new Energy Policy Coordinator position was created in the Washington Office in 1981, Cherry accepted the job and the challenges that went with it. Congress passed legislation on tar sand and mandated that regulations be developed within six months. Cherry was in charge of the committee to develop these regulations, one of the most challenging projects of his career.

He became Chief of the Branch of Leasable Minerals in Washington in 1981, about the time that new oil shale regulations were creating quite a controversy. The magnitude of the impacts and public concerns kept Cherry on his toes.

He returned to the west in 1985 as the District Manager in Roswell, New Mexico. When he left there, he left behind a legacy in the volunteer program.

Cherry enjoys hunting and fishing in his spare time but adds there seems to be less spare time since he has become an Associate State Director.

State Office

Billings, Montana

District Offices

Butte, Dickinson,
Lewistown, Miles City

Acres Managed

- 8.4 million acres of public lands
- 47 million subsurface acres

More Statistics

- 7.5 million acres of wildlife habitat
- 8.2 million acres of rangelands
- 320,000 acres of woodlands and 400,000 acres of commercial forests
- 6,000 acres of wilderness
- Over 11.5 million barrels of oil, close to 32 billion cubic feet of gas, and 35 million tons of coal were extracted in 1991
- 26 developed recreation sites
- 65,637 acres of cultural resources including 363 recorded properties
- Pompeys Pillar National Historic Landmark in Montana was recently acquired by the BLM

Billy R. Templeton

State Director



Tell them what they need to hear, not what they want to hear.

For Nevada State Director Bill Templeton, a rough and tumble 1940's upbringing in southwest Texas prepared him well for the sometimes rough and tumble world of federal land management.

From losing his mother at an early age, and then living in a series of construction camps, and ending up on a Texas ranch as a young boy, Templeton learned early how to fend for himself in difficult situations.

"I grew up learning how to take care of myself," he said. "In fact, I guess I was kind of ornery." His early experiences have helped him meet the many challenges throughout his BLM career—a career he has thoroughly enjoyed.

"Where else can you find the variety of work that we find in the BLM?" he asked. Templeton says that because he grew up outdoors, the BLM offered a natural opportunity for a lifelong career. He started that career as a range technician in Winnemucca, Nevada, while still in college. After graduating from Humboldt State in California, he was offered a permanent appointment as a Range Conservationist in the Elko District.

He brought a wealth of experience back to the state when he and his wife, Elise, moved to Reno in December 1990. Other BLM appointments have included assignments in California, Arizona and Washington, D.C., where he served as chief of the Division of Rangeland Resources.

Templeton considers his greatest challenge and duty as a State Director is to be equally responsible for managing and protecting the public resources in Nevada and accommodating and serving all factions of public land users.

And his key to success in the BLM? "Always be a self starter," he said. "When you're asked something by someone, tell them what they need to hear, not what they want to hear."

K Lynn Bennett

Associate State Director

K Lynn Bennett is a man who hates the word "no."

As a result, Bennett said "yes" recently when asked by Director Cy Jamison to take on two of the biggest challenges of his career—wild horses and grazing fees. Bennett is heading up two national BLM task forces aimed at resolving some of the long-standing concerns in those sometimes contentious issues, and he is guardedly optimistic.

"I think if these issues are ever going to be resolved, now is the time," he said. "We have the momentum."

Bennett has a broad perspective on public land issues accumulated through nearly three decades of working for the BLM in Utah, Idaho, Colorado, Nevada, and Washington, D.C. His affinity for the public lands and its resources stem from his love of the outdoors.

"Where I grew up, the public lands were our backyard and our playground," he said, explaining that his home in southern Utah literally backed up to BLM lands. "I spent a lot of time in the Great Basin desert. That's why I wanted to learn more about high desert plants." He earned a degree in range management at Utah State University.

Now, in Nevada, where more than half the state is BLM-managed land, he is being called upon to put all his skills and knowledge to the test. "The multiple use concept is what makes BLM different from other agencies," he said. "Bringing people together to reach a consensus is what BLM does."

His hopes for the future of BLM include continuing improvement in the care of the land while maintaining a strong multiple-use focus. As a manager, he enjoys receiving a lot of input from employees. Most of all, he encourages them to enjoy themselves, believing that life is too short to do otherwise. "I also believe that BLM is a heck of a good outfit to work for," he adds.



BLM is a heck of a good outfit to work for.

State Office

Reno, Nevada

District Offices

Battle Mountain, Carson City,
Elko, Ely, Las Vegas,
Winnemucca

Acres Managed

• 48 million acres of public lands

More Statistics

- 881 range allotments for livestock grazing
- 23 million acres of big game habitat, 35 million acres of small game habitat
- 28,000 recorded cultural sites; 1,600 significant sites identified
- 27 recreation management areas, including Red Rock Canyon National Conservation Area
- 600,000 mining claims, 60 percent of gold mined in the U.S.
- 4,000 acres of sand and gravel leases
- 7 million acres under oil and gas leases
- 4 million barrels of oil produced annually
- Home to over 30,000 wild horses and burros, the majority in the U.S.

Larry Woodard

State Director



Completing projects is part of my management philosophy.

In essence, New Mexico State Director Larry Woodard's destiny was determined by the toss of a coin. Said Woodard, "I decided my last week in high school to go to college. I wavered between forestry and history, so I flipped a coin and forestry won — a good example of teenage logic."

The decision propelled Woodard into a 35-year career with the BLM. After graduating from Oregon State, he became a BLM forester in Roseburg, Oregon, in 1957. A three-year stint as a staff forester in Washington, D.C., led in 1972 to the District Manager job in Couer d'Alene, Idaho, where he improved service to local communities by establishing the first detached resource area office in Cottonwood.

Woodard then served as Associate State Director in Idaho and New Mexico, until he was selected as the New Mexico State Director in 1986. That year, he also received the Interior Department's Distinguished Service Award.

Woodard is an outspoken advocate for multiple-use management. In New Mexico, he has spearheaded events to promote public-land recreation and has established one of the best law enforcement programs in the BLM.

Woodard's management philosophy focuses on completing projects. His most challenging project is resolution of the 135-year-old controversy involving Navajo tribal land rights in northwest New Mexico. A major land exchange was negotiated, in which the BLM gave the Navajos about 80,000 acres of land and in return received about 21,000 acres. An even exchange of about 24,000 acres will also take place in the fall.

Woodard is married and has three children and five grandchildren. Outside the BLM, he is a part-time college instructor in world history and enjoys church work, bird-watching, and writing military history.

Monte G. Jordan

Associate State Director

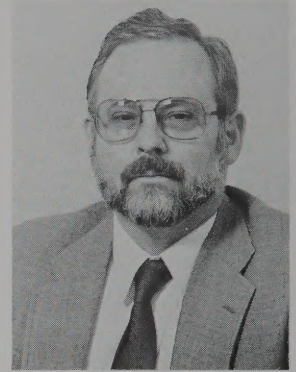
Monte Jordan, New Mexico Associate State Director, began his BLM career in 1963 because "BLM was the first bureau to offer me a job. I didn't even know what it did." Jordan says it was the best thing that could have happened. He has been with the agency ever since, except for three years in the Army.

Jordan started as a Realty Specialist in California's Ukiah District and subsequently held realty positions in the Folsom District, New Mexico State Office, and Washington Office. He also spent over a year in Los Angeles with the Outer Continental Shelf Leasing Program, at that time a BLM responsibility. He found it interesting but too repetitive and single-use oriented, so in 1978 he returned to the "onshore" BLM, joining the Coal Program Development Office.

Jordan says the coal program was one of the most intense and personally satisfying assignments of his career. "We were the risk-takers, the hottest bunch around. We cut through the red tape and put the program together from scratch. I'll remember those folks the rest of my life."

He became Associate State Director seven years ago. "The opportunities and challenges are different. You have the chance to guide an entire organization into the best ways of doing its work and meeting its commitment to the public. I believe in constructive change with a constant eye on the future. Waiting for events to dictate our work is not the way to achieve good public land management."

On management, Jordan said, "The most important responsibility we have is the training and molding of the good people BLM needs to carry on our mission." As to management style, Jordan says it all boils down to one thing: "Pay a lot of attention all the time and you can't go far wrong."



We were the risk-takers, the hottest bunch around.

State Office

Santa Fe, New Mexico

District Offices

Albuquerque, Las Cruces, Tulsa, Roswell

Acres Managed

- 13 million acres of public lands
- 41 million subsurface acres

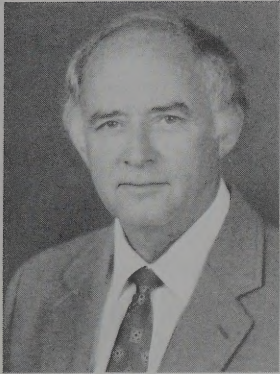
More Statistics

- 11 million acres of wildlife habitat
- 12.5 million acres of rangelands
- 130,000 acres of designated wilderness
- 24 million barrels of oil and over 500 billion cubic feet of gas were produced in 1990
- Over 40,000 acres of cultural resources
- 35,000 acres of special recreation areas

An estimated 35 percent of residents hunt or fish on BLM lands.

D. Dean Bibles

State Director



It is within our power to recreate a biologically diverse system.

A 35-year BLM veteran, D. Dean Bibles was named State Director September 1989.

"My management philosophy is based on a deep respect for the resources which are entrusted to our care," said Bibles. "I believe that good multiple-use management, supported by a biologically diverse ecosystem, will ultimately rebuild the strengths needed for human culture. It is within our power to recreate a biologically diverse system."

Recognizing the need to expand research on ecosystem management, Bibles established BLM's cooperative research center at Oregon State University in 1991, emphasizing Pacific Northwest forest lands and Great Basin rangeland systems.

Bibles recently established BLM's National Historic Oregon Trail Interpretive Center near Baker City and guided the designation of 50 Pacific Northwest wildlife viewing sites. To provide the taxol needed for cancer research, Bibles has made protection and production of Pacific yew bark a priority.

Bibles has held District Manager positions in Montana, California, and Idaho and served as the Assistant Director for Land Resources in the Washington Office. As Arizona State Director for seven years, he crafted BLM's first statewide wilderness bill and helped create the San Pedro Riparian National Conservation Area. In 1988, President Reagan named Bibles a Distinguished Executive, the top award for senior civil service leaders. He also holds the Interior Department's Distinguished Service Award.

Born in Tow, Texas, Bibles earned a B.S. in range management from Texas A&M University in 1957. He and his wife Dixie have three adult children, Camille, Brent, and Monica.

"Some of my family's happiest experiences have occurred on public lands," said Bibles.

Robert D. Rheiner

Associate State Director

Associate State Director Robert D. Rheiner Jr., has devoted 27 years of service to the BLM.

"My management philosophy has always been to find good people and let them do their jobs," Rheiner said. "BLM's challenge is to do what is right for the resources, in balance with the development that is needed to support our communities."

A Texas native, Rheiner earned a bachelor of forestry degree from Stephen F. Austin State University. He joined the BLM in 1965 as a Forestry Technician in Colorado's Canon City District and continued working in Colorado until 1974 as a Forester, a Natural Resource Specialist, and an Assistant Area Manager.

Rheiner's next assignment was as an Area Manager in BLM's Boise District. Part of his responsibility was managing the Snake River Birds of Prey Area, internationally recognized for the study of raptors such as eagles, hawks and owls.

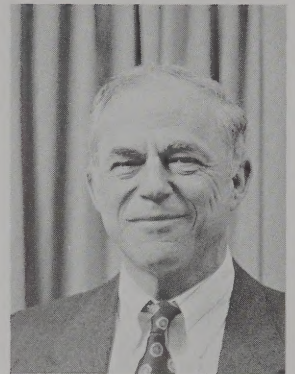
In 1979-80, he completed the Interior Department's Manager Development Program and then worked as a Washington Office Congressional Liaison Specialist. In 1982, he became the Bakersfield, California, District Manager.

"One of the greatest challenges I faced in the Bakersfield District," Rheiner said, "was operating an active oil and gas program within the constraints of several animals and plants listed as threatened or endangered."

Rheiner says that experience prepared him for the intensive public scrutiny the BLM faces in the Pacific Northwest.

"Urban Americans are discovering the many important values of our nation's public lands, values largely ignored for many decades. Their scrutiny is appropriate. BLM must listen to and evaluate the concerns of all constituents and interest groups."

Rheiner and his wife Cherry have two grown sons.



Americans are discovering the values of our nation's public lands.

State Office

Portland, Oregon

District Offices

Salem, Eugene, Prineville, Burns, Vale, Coos Bay, Roseburg, Medford, and Lakeview, Oregon and Spokane, Washington

Acres Managed

- 16.5 million acres of public lands
- 23 million subsurface acres

More Statistics

- 12.5 million acres of wildlife habitat
- 12.5 million acres of rangelands
- 2.5 million acres of woodlands, and 2.3 million acres of commercial forests
- 17,000 acres of wilderness
- 36,000 acres of cultural resources, including 215 properties
- 129 developed recreation sites
- 17 Wild and Scenic Rivers (755 miles)

James M. Parker

State Director



The future will be even more controversial, but also more exciting.

Utah State Director Jim Parker grew up in rural Utah where he learned the importance of being a good steward of the land. After graduating from Weber State College in Ogden, Parker became a missionary in Finland for the Church of Jesus Christ of Latter Day Saints (LDS) and then served three years in the Army. At that time, he met Beverly, now his wife, whose father was the Secretary of Agriculture in the Eisenhower Administration.

"My father-in-law set a great

example to me of an individual dedicated to principle and integrity in government."

After earning a political science degree from Brigham Young University, Parker went to work in BLM's Washington Office and also earned a master's degree in public administration at George Washington University in the evenings.

Parker next worked in the Boise District and the Denver Service Center, returning to Washington, D.C., in 1971 to join the staff of the Division of Management Research. From 1974 to 1977, he served as Chief of the division.

In 1978, Parker resigned from government service to accept a three-year volunteer assignment as President of the Helsinki Mission of the LDS Church. Returning from Finland in 1981, Parker was appointed BLM's Associate Director by then-Director Bob Burford. Before leaving Washington in 1988 to become Utah State Director, Parker also served as Assistant Director for Support Services.

Being Utah's State Director, according to Parker, has been both exciting and challenging. "The conflicts between various user groups is especially intense in Utah. BLM's decisions are generally challenged and are always closely scrutinized. This keeps us on our toes and helps to ensure that we do a professional job. The future looks like it will be even more controversial, but also even more exciting."

G. William Lamb

Associate State Director

G. William Lamb, Arizona Strip District Manager, just recently reported to Utah as Associate State Director. Utah BLM employees can look forward to an open-door policy with Bill Lamb. He believes that delegation of responsibility to the lowest level possible empowers employees with the tools and authority to do their jobs more effectively.

Lamb graduated from Utah State University 1963 with a B.S. in range management. He began his career as a Range Conservationist with the BLM in Farmington, New Mexico; next moved to Durango, Colorado; and, when that district was consolidated with Montrose, transferred to the Job Corps in Price, Utah.

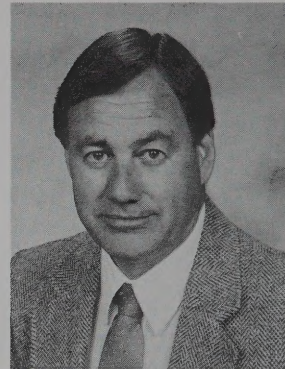
In 1966, he returned to the BLM as Escalante Resource Area Manager in the Kanab (Utah) District. In 1971, he transferred to Ukiah, California, as the Range and Watershed Specialist and in 1973 was appointed Area Manager for the Shivwits Resource Area in the Arizona Strip District.

In 1976 he headed to Washington, D.C., as a Budget Analyst. For about 8 months during his last year in Washington, he was an Acting Branch Chief, responsible for developing, reviewing, and submitting the budget for BLM.

In 1980 he was transferred to Bakersfield, California, as Associate District Manager, a year later becoming Acting District Manager, a position he filled until December 1982 when he was hired as the Arizona Strip District Manager.

While in the Strip District, Lamb managed what has probably been the most challenging as well as the most rewarding project of his career. The first-ever designated wilderness areas in the BLM were established under his leadership, after over a decade of long, hard work.

Lamb and his wife Kathy have four children, Nicole, Brandon, Nathan, and Necia.



I believe in an open door policy.

State Office

Salt Lake City, Utah

District Offices

Salt Lake City, Cedar City, Richfield, Moab, Vernal

Acres Managed

- 22 million acres of public lands

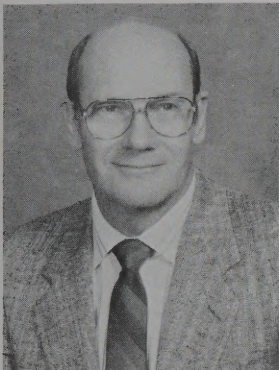
More Statistics

- 21 million acres of wildlife habitat
- 22 million acres of rangelands
- 6 million barrels of oil, 38 billion cubic feet of gas, and 18 million tons of coal were extracted in 1991
- 15 million acres of woodland (pinyon-juniper), including 6 million commercial
- 22,600 acres of designated wilderness; 2 million acres proposed for designation
- 3,500 acres at 63 developed recreation sites
- Over 15,000 known cultural resource sites

There were over 4.5 million recreational visits in 1991

Ray Brubaker

State Director



Resource management is like competing in the broad jump: You can't do either without getting some sand in your shorts.

After serving in the Army, Ray Brubaker headed back to his native Kansas to earn a bachelor's degree in geology and botany at Ft. Hays Kansas State University, graduating in 1960. That same year, Brubaker began his life-long career with the Department of the Interior as a BLM range conservationist in Burns, Oregon. A year later, he moved to a Range Conservationist job in California's Bakersfield District. Brubaker had been promoted to an Area Manager position in that district by the time he left in 1966 to become Division of Operations Chief in Ely, Nevada.

In the 1970's, Brubaker moved on to Montana where he held three different positions in management, including Associate District Manager, and then spent a year in Anchorage as head of the inter-agency land use planning team for the National Petroleum Reserve-Alaska. Then, after working for the Office of Coal Management in Washington, D.C., and the Office of Surface Mining in Kansas City, Missouri, he served four years as the Miles City, Montana, District Manager, beginning in 1981. He next served as the Deputy State Director for Minerals in the Montana State Office and then as the Montana Associate State Director. He was appointed Wyoming State Director in 1988.

Brubaker and his wife Ann have two sons, Matt and Craig. In his free time, Brubaker enjoys hunting upland birds and big game and watching NFL football.

F. William Eikenberry

Associate State Director



We must always remember the next generation.

A Wyoming native, Bill Eikenberry received his bachelor's degree in agricultural business in 1964 and a master's degree in agricultural economics in 1966 from the University of Wyoming. After serving time in the Air Force during the Vietnam War, he returned to cattle ranching in Wyoming. In 1968, he joined the Bureau of Reclamation as a Regional Planning Economist in the Bureau's Denver office. He served three years in Denver, where he became well known for his prediction modeling expertise and handling of sensitive agricultural issues.

He then moved to the Commissioner's Office in Washington, D.C., becoming a top Water Policy Advisor to the Commissioner. In 1973, he joined the staff of the Assistant Secretary, Program Management and Budget, dealing directly with economic development for the Western States before joining the staff of the Assistant Secretary, Land and Water Resources, where he became a principal advisor to the Assistant Secretary and the Secretary on national land and water management issues.

Eikenberry became well known for his work on a number of sensitive Department of the Interior programs before moving back to Wyoming in 1980 to become Associate State Director for the BLM.

Eikenberry and his wife Mary, a professional writer and photographer, have two children, Bill, a graduate of Arizona State University, and Tom, a wildlife biology student at Arizona State.

State Office

Cheyenne, Wyoming

District Offices

Casper, Rawlins, Rock Springs, Worland

Acres Managed

- 18 million acres of public lands
- 30 million subsurface acres

More Statistics

- 198 million tons of coal, 20 million tons of sodium, and 67 million barrels of oil were extracted in one year
- 18 million acres wildlife habitat
- 3,000 acres of recreation lands including over 2,500 miles of trails
- 17 million acres of rangelands
- 211,000 acres of woodland and 210,000 acres of commercial forests
- 21 wilderness study areas
- 311 cultural resource sites, including an allosaurus skeleton excavated recently near Greybull
- 4,600 wild horses

Lynn Engdahl

Manager, PTC



I enjoy being here.

As Phoenix Training Center Manager Lynn Engdahl looks back over his career, with both the BLM and private industry, he expresses satisfaction with the course his life has taken. "If I died tomorrow, I couldn't complain," he smiled.

Born in Colorado Springs and raised in Montana, Engdahl has lived in nine states in which the BLM has offices. He went to college in Connecticut, California, and Iowa. After graduating,

Engdahl taught for 15 years in Washington, Iowa, and Oregon. He headed a building development company in Iran for more than three years, but had to leave when the Ayatollah took over. "I've had a full life!" he acknowledged.

Engdahl came to the BLM almost 11 years ago when he was appointed Special Assistant to then BLM Director Bob Burford. In 1985, Engdahl moved to the field, becoming the Associate State Director for Nevada. "I went from political to career status because I fell in love with BLM," he said. He moved to Arizona two years later as Associate State Director and has been Phoenix Training Center Manager since 1990.

"I enjoy being here," remarked Engdahl. "Creating training courses to help employees develop job satisfaction is fulfilling for me." He remembered a more controversial project when he was in Washington, D.C., and worked on the Timber Contract Modification Act for the overbid timber contracts. "I was kind of one of the quarterbacks on that project," he recalled. "There were so many competing special interests that we all had to feel comfortable with the solution."

Having managed people most of his BLM career, Engdahl has developed a philosophy that works for him. "I hire qualified people to support me and provide them with whatever tools they need to do their best," he explained. "That way we all look good."

Phoenix Training Center (PTC)

The Phoenix Training Center is the BLM's national training facility. PTC provides technical, professional and managerial training in a variety of subjects. PTC also analyzes training needs and designs and evaluates training to meet BLM goals.

PTC uses visiting instructors to teach classes which combine subject matter with field expertise. A full range of BLM specialties is represented, from range conservation to wildlife management to petroleum and mining engineering.

Roger Trimble

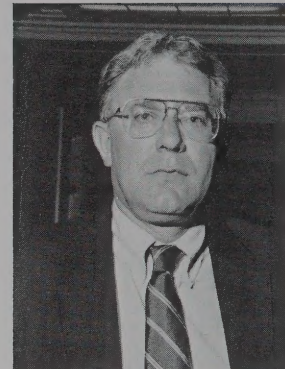
Director, BIFC

Roger Trimble began his career in the BLM as a summer employee in Alaska, working fire suppression first in the McGrath area in 1969, followed by seasons in the Delta Junction and Tok areas in eastern interior of Alaska. In the mid 1970's, Trimble worked not only in fire but in other resource programs including timber, recreation, and wildlife.

In 1977, Trimble served as Logistics Chief for the BLM's Fairbanks District, Division of Fire Management, and held this position until 1980 when he moved to the BLM State Office in Anchorage as Fire Staff Officer. In October 1983, Trimble was selected as Manager of the Alaska Fire Service in Fairbanks, and in August of 1986, he transferred to Washington, D.C. where he served as Fire Program Leader in the BLM's headquarters office.

In April of 1990, Trimble transferred to the Boise Interagency Fire Center (BIFC) as Associate Director. In August of 1992, he became the BIFC Director. The position falls under the new Assistant Director for Fire and Law Enforcement.

Trimble holds a B.S. in wildlife biology from Washington State University. He has served four years on Department of the Interior Overhead Teams, and is currently qualified as Incident Commander and both Logistics Section Chief and Planning Section Chief at both Multi-branch and Area Command levels.



Timing is everything.

Boise Interagency Fire Center (BIFC)

A large interagency fire support center, BIFC, located in Boise, Idaho, is maintained and operated by the BLM in cooperation with the Forest Service, the National Weather Service, and three other Interior Department agencies—the National Park Service, Fish and Wildlife Service, and Bureau of Indian Affairs.

BIFC provides fire training, logistical support and aviation management to the Bureau and other agencies. BIFC also coordinates fire suppression resources for local agencies on request.

Marvin LeNoue

Service Center Director



You not only have to work hard, but you have to work smart.

Marvin LeNoue began his BLM career 30 years ago when the bureau employed only 3,000 people. "We all pretty much knew each other," he says. LeNoue has seen tremendous changes since then, in programs and people. (He notes more diverse backgrounds in today's employees, and more BLMers from urban settings.) But he emphasizes one similarity. "BLM folks, even today, have a more highly developed work ethic than any others I've seen."

LeNoue studied at the University of Montana in Missoula where he received a B.S. in forestry and did graduate work in range management. Missoula was where he hooked up with the BLM in 1962, working as a Range Conservationist for the district before moving to the state office in Billings to serve as Land Law Examiner, then Realty Specialist/Natural Resource Specialist. Subsequent BLM moves put him in Wyoming, California, New Mexico, Oregon, and Washington, D.C. where he first served as Chief of Information Systems Coordination and then in 1983, as Chief of the Branch of Wilderness.

He became Project Manager for the BLM's Automated Land and Mineral Record System (ALMRS) at the Service Center in 1984, then later that year moved back to Montana to serve as Associate State Director and then State Director.

He assumed his present position in 1990. The Service Center attracted him because of ALMRS and "the critical nature of the project to the BLM."

In 1992, LeNoue received the Department of the Interior's Distinguished Service Award, the highest honorary recognition an employee can receive in the Department.

LeNoue enjoys hunting, fishing, listening and dancing to country music, and Western history, particularly as it relates to the public lands.

Service Center

Denver, Colorado

The Service Center serves the entire BLM through a centralized staff with specific areas of expertise which can be lent to field, state or headquarters offices as needed, including

- Natural resources and land management staff
- Technical support staff—such as mapping science, engineering, photo imaging, cadastral survey, graphics
- Information Resource Management staff

The Service Center also is designed to handle administrative, technical, and management support services that are best performed centrally, such as

Financial management
Accounting
Large procurements
Standard automated systems development

The Service Center in 1991

- Balanced the books for nearly \$1 billion,
- Produced engineering designs for 100 projects,
- Maintained 44 automated systems throughout the Bureau, and answered 600 requests for help,
- Located 7,200 documents from literature searches and requests,
- Provided 70 technical consultations on soil, water, and air management, and
- Maintained information on over 129,000 personal property items.

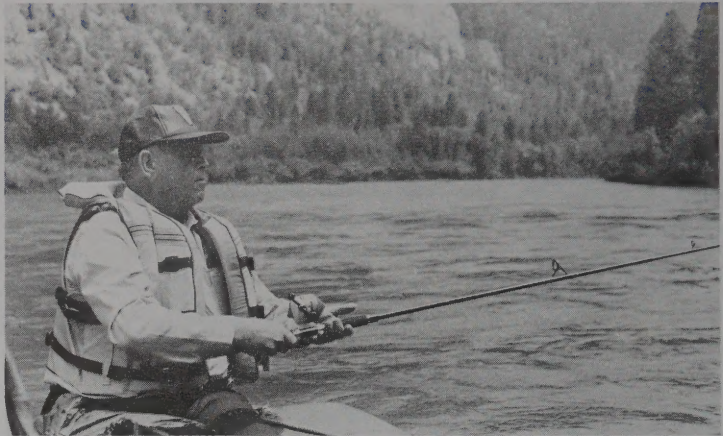
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BLM Managers: On the Go!

1. Oregon/Washington State Director Dean Bibbes (center) points out a spotted owl nesting site to Secretary of the Interior Manuel Lujan.
2. Colorado State Director Bob Moore enjoys one of the many trails managed by the BLM in Colorado.
3. Idaho State Director Del Vail tests the aquatic habitat on Idaho's South Fork Snake River.
4. Arizona Associate State Director Bruce Conrad checks out Lake Havasu, site of a major fisheries habitat improvement project.
5. Montana State Director Bob Lawton teaches a child to fish on National Fishing Day (photo by Dave Wester).

